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UNIVERSITI SAINS MALAYSIA

Second Semester Examination  
Academic Session 2003/2004

February/March 2004

**RMT 556 – Management & Project Organisation**  
**(Pengurusan & Organisasi Projek)**

Duration: 3 hours  
(Masa: 3 jam)

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Please check that this examination paper consists of **FOUR** pages of printed material before you begin the examination.

*(Sila pastikan bahawa kertas peperiksaan ini mengandungi EMPAT muka surat yang tercetak sebelum anda memulakan peperiksaan ini.)*

**Instructions:** Answer **FOUR** questions only. Answer **TWO** questions from **Section A** and **TWO** questions from **Section B**.

**(Arahan:** Jawab EMPAT soalan sahaja. Jawab DUA soalan dari Bahagian A dan DUA soalan dari Bahagian B)

**Section A (Answer TWO questions).**  
**Bahagian A (Jawab DUA soalan).**

1. (a) Elaborate on the different meanings of programme management. To help in your explanation, give a situational example for each of the meaning.

*Jelaskan perbezaan makna yang ada pada istilah pengurusan program. Untuk membantu penjelasan anda, berikan contoh situasi bagi setiap makna.*

- (b) What are some of the challenges of managing multiple projects at the same time in terms of objective, start and end dates, scope, executive management attention, project manager authority and such like.

*Apakah cabaran yang ada dalam mengurus beberapa projek serentak dalam konteks objektif, tarikh mula dan akhir, skop, tumpuan pengurusan eksekutif, autoriti pengurus projek dan sebagainya.*

( 25 marks/markah )

2. (a) What are the challenges confronted by the project manager when dealing with members of the project team.

*Apakah cabaran yang dihadapi oleh seorang pengurus dalam berurusan dengan ahli-ahli pasukan projek.*

- (b) "Each project team member perceives their contribution to the construction process differently. Moreover, each project team member has different expectations from the project manager". Discuss.

*"Penilaian setiap ahli pasukan projek tentang sumbangannya kepada proses pembinaan adalah berbeza. Tambahan pula setiap ahli pasukan projek mempunyai jangkaan yang berbeza daripada pengurus projek". Bincangkan.*

( 25 marks/markah )

3. (a) Some knowledge-based organizations manage their knowledge assets actively while others passively. Contrast the two types of organizations in the way that they learn, store, transfer knowledge.

*Sesetengah organisasi yang berteraskan ilmu mengurus aset ilmu secara aktif manakala yang lain secara pasif. Bezakan antara kedua-dua organisasi tersebut dari segi ianya belajar, menyimpan dan menyalurkan ilmu.*

- (b) Describe the advantages and disadvantages of making corporate knowledge explicit.

*Huraikan kelebihan dan kelemahan membuat ilmu korporat eksplisit.*

( 25 marks/markah )

**Section B (Answer TWO questions).**

*Bahagian B (Jawab DUA soalan).*

4. Porter (1980) suggested that the ultimate profit potential of an industry depends on the collective strength of five key forces: the threat of new entrants, the rivalry among existing firms, the threat of substitutable products or services, the bargaining power of buyers, and the bargaining power of suppliers. Analyse these competitive forces within the Malaysian construction industry context.

*Porter (1980) mencadangkan bahawa potensi keuntungan unggul sesebuah industri bergantung kepada kekukuhan kolektif lima kuasakunci: ancaman kemasukan syarikat aru, persaingan antara firma-firma sedia ada, ancaman kebolehsuaian produk atau servis, kuasa penawaran para pembeli, dan kuasa penawaran pembekal-pembekal. Analisakan kesemua kuasa-kuasa persaingan ini di dalam konteks industri binaan Malaysia.*

( 25 marks/markah )

5. (a) Distinguish between the following pairs of business/grand strategies:

- Horizontal and vertical integration.
- Conglomerate and concentric diversification.

*Bezakan di antara pasangan-pasangan strategi perniagaan berikut:*

- *Integrasi mendatar dan menegak.*
- *Diversifikasi konglomerat dan konsentrik.*

- (b) Discuss the potential for exceptional growth and risk of failure for conglomerate and concentric diversification strategies.

*Bincangkan potensi untuk pertumbuhan luar biasa dan risiko kegagalan untuk strategi diversifikasi konglomerat dan konsentrik.*

( 25 marks/markah )

6. "The sad fact is that, almost universally, organizations **change** as little as they must, rather than as much as they should" - Professor Rosabeth Moss Kanter.

What is this and what can be done about it?

*"Apa yang menyedihkan adalah, hampir secara universal, organisasi berubah secara sedikit-dikit dan dimestikan, bukannya sebanyak mana yang sepatutnya" - Profesor Rosabeth Moss Kanter.*

*Mengapa dia berpandangan begitu dan apa yang boleh dilakukan?*

( 25 marks/markah )